



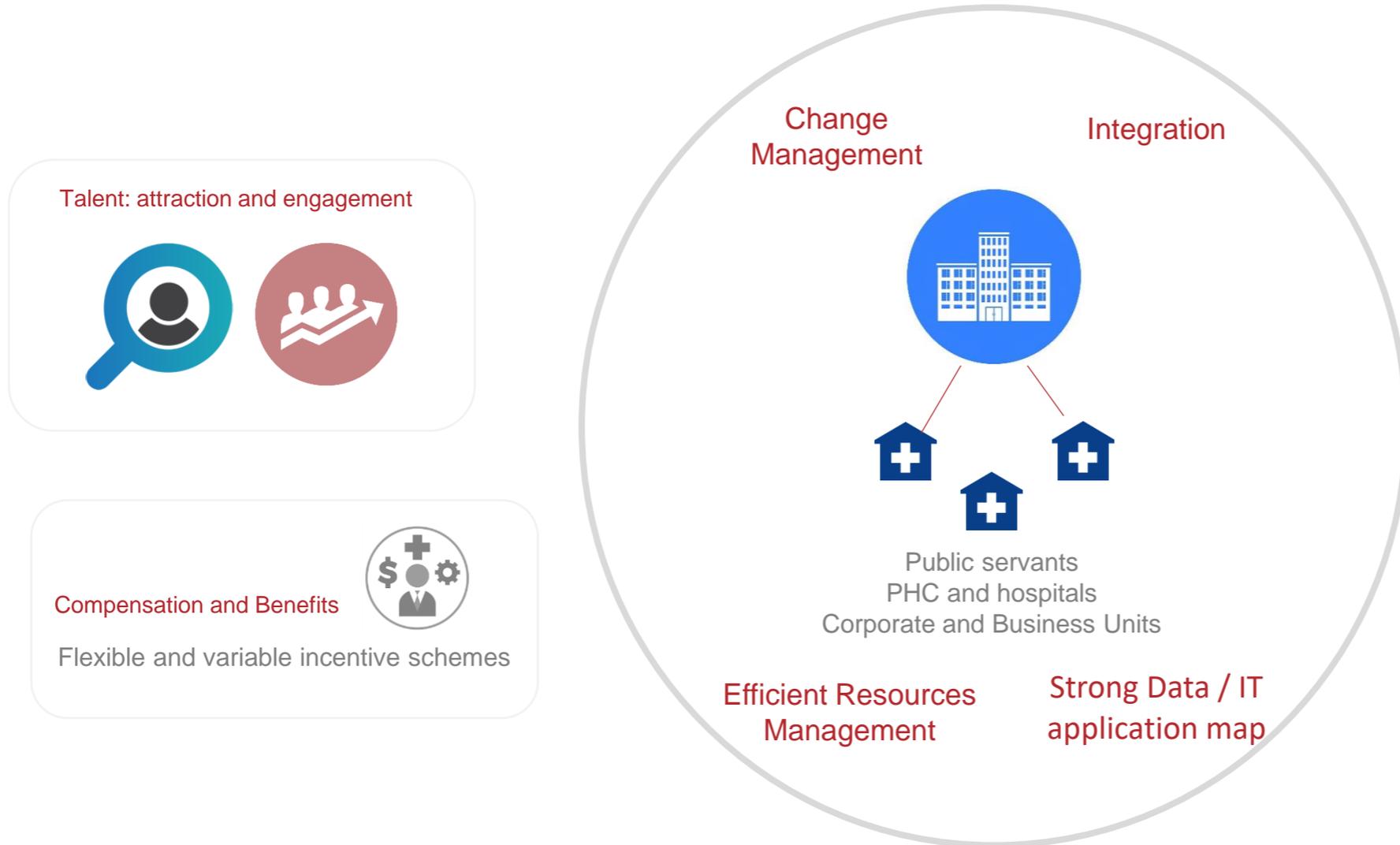
ribera salud grupo

Human Resources Management: Developing Talent

HUMAN RESOURCES MANAGEMENT

DEVELOPING TALENT

THE HR FUNCTION AT RIBERA SALUD



Talent: attraction and engagement

Compensation and Benefits

Flexible and variable incentive schemes

Learning and Development

TRAINING

- 1 Financially supported by the Organization

TEACHING

- 2 Hospitals with MIR (Resident Medical Intern) and University accreditation; Professionals as University teachers.

RESEARCH

- 3 Research projects and performance of clinical trials

Career Development System

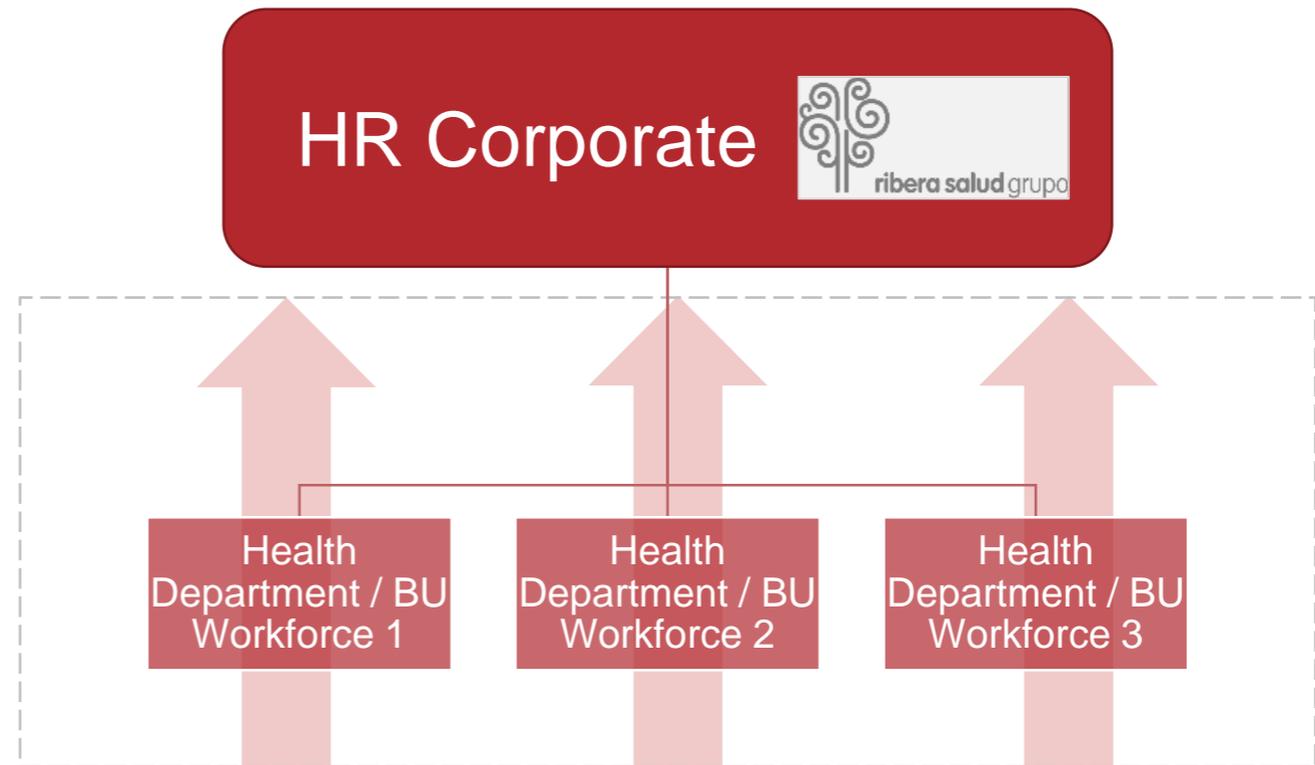


HUMAN RESOURCES MANAGEMENT

DEVELOPING TALENT

THE HR FUNCTION AT RIBERA SALUD

- Compensation & Benefits
- Professional Career
- Learning & Development
- Recruitment and Engagement
- Health & Safety / Occupational Health
- Internal & external audit
- Reporting and Controlling
- Performance Evaluation
- Welcoming & Onboarding
- Attention to the professional
- Labour Relations / Personnel Administration
- Payroll



HUMAN RESOURCES MANAGEMENT

DEVELOPING TALENT

Talent attraction and engagement

The key for Ribera's Salud success is the human capital as they are essential to offer the best service to citizens and achieve the corporate objectives. Thus, engagement and recruitment are essential in our model.

Some examples of engagement and attraction actions:

- Candidate's experience: Attraction and Engagement starts at the interview
- Awareness of the importance of Onboarding: key players involved in recruitment and onboarding
- Competitive compensation programs: Variable Pay System, flexible pay
- Recognition through the Career Development System
- Training and promotion opportunities
- Communication & Feedback culture
- Right Leadership in the Organization
- Emotional salary: celebrating success, conciliation, sense of belonging
- External recruitment, internal referral programs



HUMAN RESOURCES MANAGEMENT

DEVELOPING TALENT

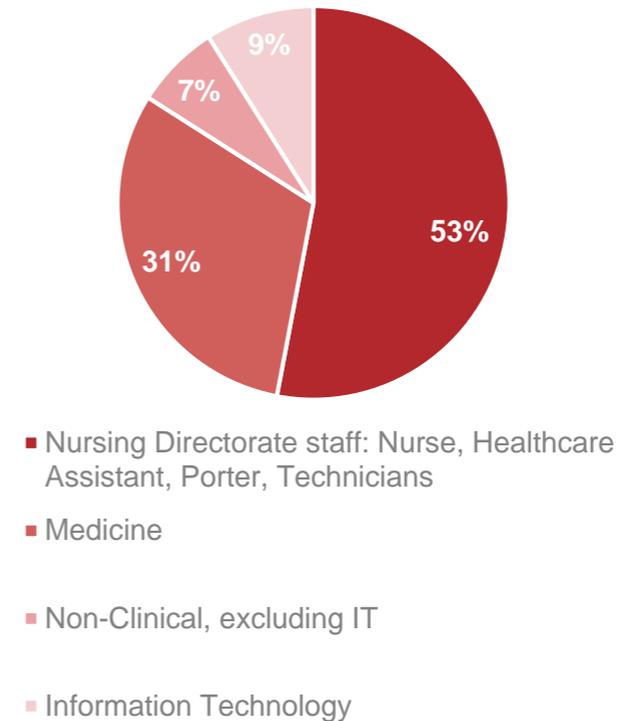
Talent attraction and engagement

A centralized HR function in the Health Department recruits for the needs of the daily activity, in line with RSG Corporate strategy, and complying with the annual budget.

Key concepts:



Recruitment Processes in 2018



R
E
C
R
U
I
T
M
E
N
T

P
R
O
C
E
D
U
R
E
S



Talent identification programs are run with the objective of spotting future leaders in our organization

As an example, the “Talent Nurse Hunter” program had 42 participants and helped the HR Direction and the Nursing Direction to identify internal leaders in order to promote them to supervisory roles in a short-middle term.

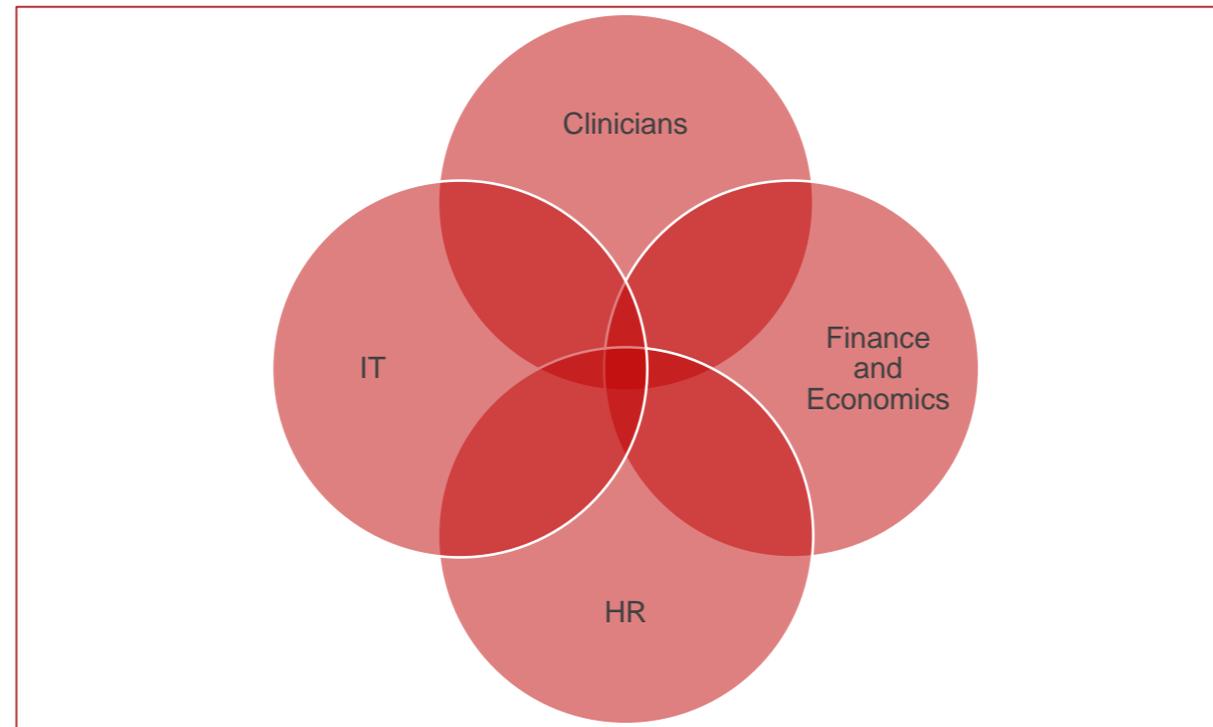


HUMAN RESOURCES MANAGEMENT

DEVELOPING TALENT

Why a variable pay system?

Another example of integration in the healthcare model was the creation of the Variable Pay System. In order to design the best system for RSG needs, it was essential to get different areas to work together and understand each other: HR, IT, Finance / Economics area and Clinical area. Each area provided its expertise and understanding of the clinical practice in order to strength the outcome and develop a sophisticated system that allows to monitor, evaluate and improve workforce performance.



HUMAN RESOURCES MANAGEMENT

DEVELOPING TALENT

Alignment of objectives through the Variable Pay System

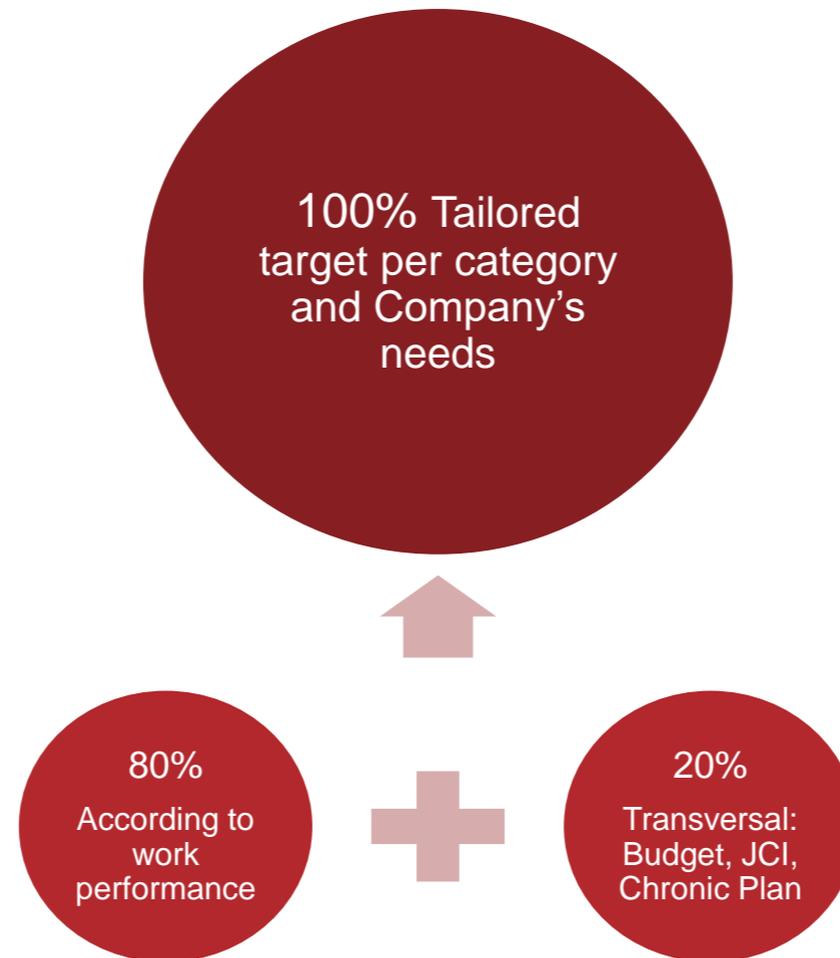


ALIGNMENT OF OBJECTIVES AT ALL LEVELS OF THE ORGANIZATION

	 BUDGET COMPLIANCE	 MANAGEMENT AGREEMENTS	 ACCESSIBILITY	 CONTINUITY OF CARE	 EFFICIENCY	 QUALITY	 PATIENT SATISFACTION
Ribera Salud Group	+++	+	+	+	+	++	+
Management teams concessions	++	++	++	++	++	++	++
Middle managers	+	+	++	++	++	++	++
Doctors	+	+	+	++	++	++	+
Nurses	+	+	+	++	++	++	+

Variable Pay System Structure

Weighting Structure



HUMAN RESOURCES MANAGEMENT

DEVELOPING TALENT

Training and Development

Training and Development are reliable methods to achieve excellence in an Organization. RSG's aim is to be known as a "Learning Organization" and for that there are some principles that are always followed:

1. The Organization is committed to support and manage training, teaching and investigation.
2. Allocated budget to fund employees' internal or external actions.
3. Established criteria to ensure a minimum of training actions per each professional.
4. Tailored annual training plans to match the Organization and professionals needs.
5. Ensured rights and obligations for the Company and employees.
6. Evaluation of the training activity and its transfer to the workplace.
7. Recognition of employees through the Professional Career Development System.

HUMAN RESOURCES MANAGEMENT

DEVELOPING TALENT

Training and Development

There are two types of training in the Annual Training Plan, mandatory and free access.

Some examples of mandatory training actions for RSG are:

- Compliance General Policy
- BLS for all the organization, including non-clinical
- PALS for the emergency department staff
- ACLS for the emergency department staff
- Occupational hazards prevention

The rate of employees that have access to a course is

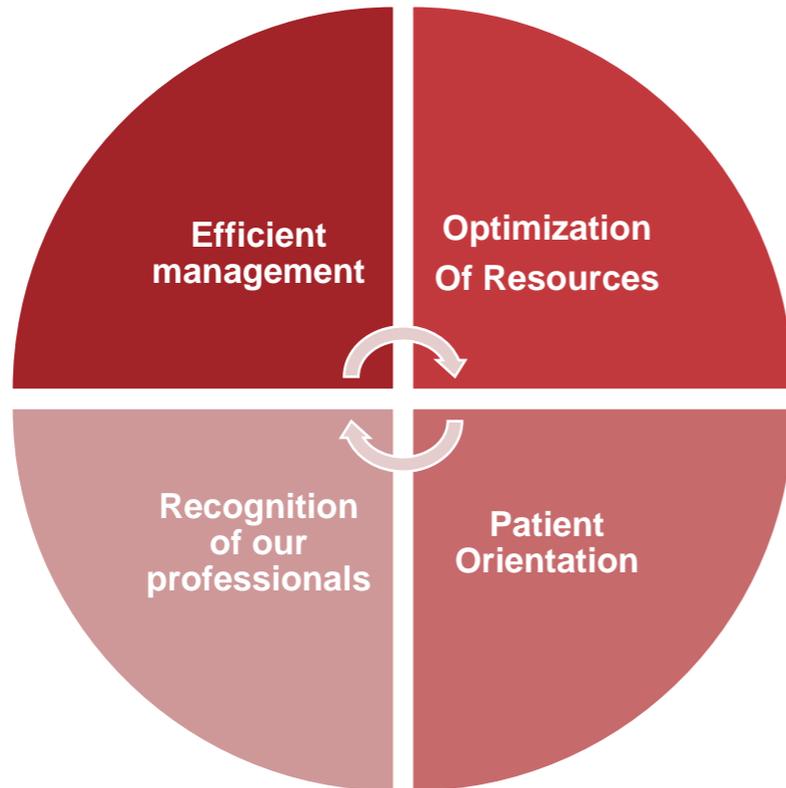
around **95%**.

Free Access courses categories included in the Annual Training Plan:

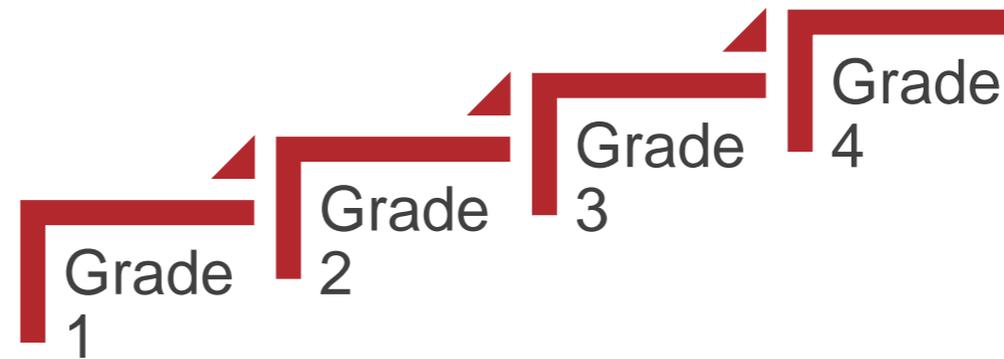
Course Category	Description
Skills	Train the trainers course, Team building, Call center training, Verbal and non-verbal communication. Support at the end of life, etc..
Languages	English courses for different levels.
Equality	Clinical assistance to vulnerable groups.
IT Skills	Outlook, PowerPoint, Excel, advanced statistics
Work Safety and Prevention	Dealing with physical aggressions,
Technical	Pediatric massage, update on pharmacology, ECG interpretation, Nutrition for patients, etc...
Healthy habits	Therapeutic yoga, positive mind at work, etc...

Professional Career Development System in the RSG model

OBJECTIVES



THE DEVELOPMENT LADDER



Indicators

- Objectives of Commitment to the Organization **OCO** - Performance evaluation
- Objectives of Knowledge Management **OGC** - Knowledge transmission inside and outside the Organization
- Quality Assurance Objectives **OAC** - Clinical Practice

HUMAN RESOURCES MANAGEMENT

DEVELOPING TALENT

Performance Evaluation

Evaluating workforce performance is an essential component for companies as it helps not only to improve staff commitment or performance, but also to redirect, align and improve management and efficiency. This should be understood as an ongoing process that supports continuous improvement and develops talent.

- Objective: To assess employees' current skills and competencies in order to design development plans to empower their profiles and allow the Organization to become more competitive. The following is taken into account when evaluating performance: behavior, conflict resolution, objectives, personal development, teamwork, skills and tactics.
- The IT software plays a vital role for RSG in managing Human Resources, and especially with performance evaluation because of the geographical dispersion and the deadlines. The HR software supports part of the process and makes it more agile in the phases shown in the following slide.
- Four steps process lead by the Human Resources Department in collaboration with the clinical and non-clinical directorates





ribera salud grupo

THANK YOU!